

CHARLESTON

FIRE DEPARTMENT



STRATEGIC PLAN

2013
2015

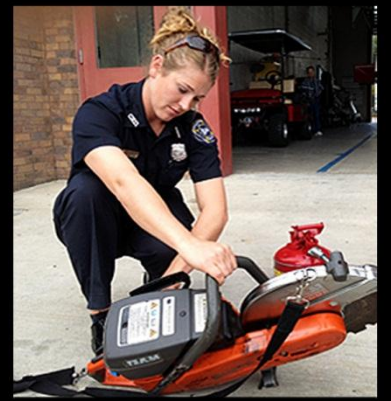


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City of Charleston Mission Statement

To preserve and enhance the quality of life of the citizens of the City of Charleston.

Values

Citizens

We value our diversity and are committed to treating every resident with respect, honesty and courtesy.

Public Safety

We value every citizen's safety and understand that safe, public spaces and neighborhoods are essential to our quality of life.

Quality Services

We value providing high quality municipal services at the lowest possible cost to our residents.

Physical Place

We value our unique natural resources, our man-made environment, public realm and neighborhoods, and we understand how our physical place affects each resident's quality of life. We will work with others to increase the sustainability of our physical place.

Regional Partnerships

We value working with other government entities within our region to sustain and improve the quality of life for all citizens.

Charleston Fire Department Mission Statement

The purpose of the Charleston Fire Department is to assure a safe community through prevention and the robust delivery of professional fire/rescue services.

Our firefighters are our most precious resource—we will never put their lives in danger for unnecessary risk when human life is not in immediate peril.

Our Vision Statement

The Charleston Fire Department will be recognized as a professional, competent and service minded organization that promotes and embodies exceptional public safety and community risk reduction services that are unequaled.

Our Value Statements

- We believe in sustained and fully-supported readiness—achieved through seeking and obtaining the highest levels of training available.
- We support implementing the best fire service practices and seek emerging technologies to enhance firefighting capabilities and firefighter safety.
- We respect our citizens and will use the resources they give us judiciously; and we honor our unique historic community, its diverse population, and the surrounding environment.
- We believe that the best way to achieve community risk-reduction is through public education and code enforcement.
- We are a team of dedicated fire service men and women who at all times will treat ourselves, our leadership and citizens with dignity and respect.

We have learned from our past and recent history. Our goal is that by 2015 the Charleston Fire Department will be an accredited fire service and a model for all fire departments that seek excellence in service delivery.

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City of Charleston Mayor and Council

The Honorable Joseph P. Riley, Jr., Mayor

Councilmember F. Gary White, Jr.
Councilmember Blake Hallman
Councilmember James Lewis, Jr.
Councilmember Robert M. Mitchell
Councilmember Marvin D. Wagner
Councilmember W. Dudley Gregorie

Councilmember Perry K. Waring
Councilmember Michael S. Seekings
Councilmember Aubry Alexander
Councilmember Dean C. Riegel
Councilmember William A. Moody, Jr.
Councilmember Kathleen G. Wilson

Public Safety Committee

Councilmember Kathleen Wilson, Chair
Councilmember Blake Hallman
Councilmember Perry K. Waring
Councilmember Aubry Alexander

Charleston Fire Department Strategic Planning Team

Fire Chief Karen E. Brack
Deputy Chief of Administration Wm. Franklin Finley
Deputy Chief of Operations John B. Tippet, Jr.
Assistant Chief Robert O'Donald
Fire Marshal Mike Julazadeh
Public Information Officer Mark Ruppel
Captain Hunt Cain
Captain Derek Noffsinger
Engineer David Griffin
Assistant Engineer Michael Calabro
Assistant Engineer Matt Fogliano
Assistant Engineer Matt Thomson
Firefighter Devin Hodgman
Firefighter J. Adam Hurst

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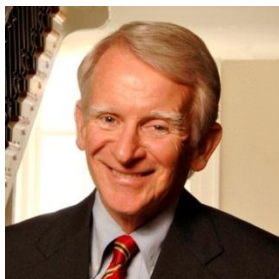


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Letter from Mayor Joseph P. Riley Jr.

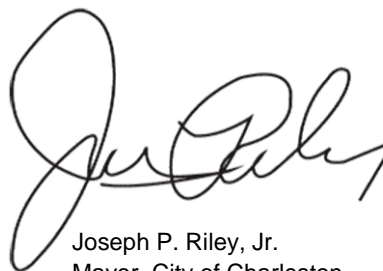


The City of Charleston Fire Department's 2013-2015 Strategic Plan is a roadmap for the department to move into the future. We continue to pursue our goal of making the department a national fire service model for firefighter and community safety. The department is working to set national standards for fire suppression, fire investigation and career development.

The City of Charleston Fire Department has overcome many challenges in the past few years and with great leadership, encouragement and support of the Charleston community, this department has been recognized as a regional leader in coordinated fire response. I am extremely proud of the men and women of the City of Charleston Fire Department and know that pride is shared by every citizen of our city.

I wish to extend Chief Karen Brack, along with all of the fire men and women of the City of Charleston Fire Department, my sincere congratulations and gratitude and wish them the best as they pursue the challenging goals of this important Strategic Plan.

Most sincerely yours,

A handwritten signature in black ink, reading "Joe Riley".

Joseph P. Riley, Jr.
Mayor, City of Charleston



Letter from Fire Chief Karen E. Brack



It is with great pride that I present the 2013-2015 Charleston Fire Department Strategic Plan. This plan is the work of many dedicated employees who are committed to positively changing the culture of the Charleston Fire Department. On June 18, 2007, the Charleston Fire Department and the citizens of the City of Charleston suffered the tragic loss of nine firefighters who died in the line-of-duty. During the time after the tragedy, the Fire Department was stripped to its very core by private and public agencies calling for wide-ranging cultural change.

Since 2007, the men and women of the Charleston Fire Department have worked tirelessly in their commitment to honor the memories of their fallen brothers through the acceptance of, and response to, the recommendations of numerous after action reports by undertaking an unequalled degree of change. Under the capable leadership of Fire Chief Thomas W. Carr, the department moved forward with solutions to address the identified factors which may have contributed to this tragic outcome. The community and elected officials have committed their time and resources to ensure that the circumstances that led to this tragic event will not be repeated and as a result of the event we will become a leader in the fire service.

Our Fire Department is committed to, not only fulfilling the mission of the fire department and the city, but taking it to the next level. In order to do this, it is essential that we are vigilant in initiating and maintaining pace with changes in the fire service. This document outlines our commitment to the development of our personnel, the responsible utilization of our resources and our commitment to serve our community. We will support our mission through implementation of eight strategic goals:

- Continue to develop, implement, and promote employee safety throughout the organization.
- Ensure Charleston Fire Department emergency services meet or exceed national standards.
- Promote community risk reduction programs and strategies as a fundamental means to preserve our community.
- Identify and engage stakeholders in the advancement of the Charleston Fire Department.
- Increase professionalism and promote leadership at all levels within the Charleston Fire Department.
- Improve the efficiency and allocation of department resources.
- Promote and develop health and wellness initiatives within the Charleston Fire Department
- Increase individual ownership in morale and organizational development.

It is a great honor to serve the City of Charleston and we will continue to strive for excellence in the delivery of public safety services to this community.

Sincerely,

Karen E. Brack
Fire Chief



Introduction

The City of Charleston Fire Department (CFD) provides fire suppression, rescue and emergency medical services, hazardous materials mitigation, fire inspection, fire investigation and risk reduction education for the City of Charleston. The department strives to achieve and maintain the most efficient and effective levels of service on behalf of its stakeholders. A number of political, economic, social and technological influences require modern fire service providers to evaluate their organizations and make improvements in the way services are delivered. In 2012, the CFD initiated a new strategic planning process and management activities to continuously improve operations.

Strategic planning is the process by which an organization defines its direction and makes decisions regarding how resources will be allocated to achieve goals. To outline a roadmap for the organization, the CFD began an evaluation process which involved the formation of a Strategic Planning Committee. The assembly of the committee provided members of the CFD with an opportunity to participate in the development of the organization's long-term direction and focus. In order to provide true department-wide representation and a broad spectrum of input, the committee was comprised of members from all areas and ranks of the CFD. This assessment identified the key goals and objectives necessary to develop the strategic plan.



CFD Strategic Planning Committee

The strategic plan articulates a comprehensive mission statement and the vision of what the CFD aspires to be in the future. The plan also outlines the department's basic philosophy, principles and ideals through core values which define the organization and the processes used to achieve our mission and vision.

The plan established eight strategic goals for the department:

Strategic Goal 1: Continue to develop, implement and promote employee safety throughout the organization.

Strategic Goal 2: Ensure Charleston Fire Department emergency services meet or exceed national standards.

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Strategic Goal 3: Promote community risk reduction programs and strategies as a fundamental means to preserve our community.

Strategic Goal 4: Identify and engage stakeholders in the advancement of the Charleston Fire Department.

Strategic Goal 5: Increase professionalism and promote leadership at all levels within the Charleston Fire Department.

Strategic Goal 6: Improve the efficiency and allocation of department resources.

Strategic Goal 7: Promote and develop health and wellness initiatives within the Charleston Fire Department.

Strategic Goal 8: Increase individual ownership, morale and organizational development.

The CFD looks to build upon recent successes and continue its search for excellence by pursuing accreditation through the Commission on Fire Accreditation International (CFAI). It is the department's vision to be recognized as a professional, competent and service-minded organization that promotes and embodies exceptional public safety and community risk reduction services that are unequaled. Through dedicated efforts the department will be recognized as a premier public service organization while earning the respect and admiration of our peers and the community we serve.



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Charleston Fire Department – At a Glance

The City of Charleston, South Carolina, and its fire department reside in one of the United States' most desirable and frequently visited locations. Charleston is home to approximately 120,083 (2010 Census) permanent residents and occupies a land mass of approximately 109 square miles and 19 square miles of water and waterways (City of Charleston Geographic Information System [GIS]).

The city is a diverse mix of industries ranging from the 4th largest container port on the east coast, to heavy industry and one of the top 10 travel destinations for 17 years running.

Charleston is listed by Conde Nast as the #1 destination in the U.S. for 2011 and 2012, and #1 in the world for 2012. The tourism trade is a major source of revenue and population swing. The commuter population adds approximately 33,000 people each day to the city's hospital complexes, service industry, colleges, and other enterprises. Two cruise ships now visit Charleston each week, increasing the visitor population by 2000+ visitors when the ships dock. According to the Charleston Area Convention and Visitors Bureau, 4.5 million tourists visited Charleston in 2011.



These residents, visitors and real estate are protected by the men and women of the City of Charleston Fire Department. The department has a total of 307 uniformed and non-uniformed personnel. This workforce provides emergency services from 15 fire stations and staffs a Training Division, Fire Marshal Division, Logistics Division, four specialty teams, apparatus repair shop and headquarters (see CFD organizational chart on page 13).



The CFD's Operations Division delivers fire and emergency protection to the city's citizens, businesses and visitors. The 15 stations house 16 engine companies and 3 truck companies divided into four battalions. Each apparatus is staffed with four personnel 24 hours a day, seven days a week. The department responds to over 16,000 calls for service each year and provides fire suppression, EMS first response, hazardous materials response, technical search and rescue, and marine firefighting services to the community.

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A federal grant was awarded to provide funds for a fireboat, the “Louis Behrens”, which was placed in service November, 2012. The fire boat will service the busy Charleston Harbor area and respond in conjunction with our regional partners. The department was also awarded funding for a hazardous materials response vehicle which will be placed in service by November 2013.

The CFD also participates in automatic and mutual aid agreements with surrounding departments to provide seamless emergency service to approximately 660,000 residents.

The Fire Marshal Division was created in July of 2010 and the responsibilities of the Fire Code Official were transferred from the Building Official to the newly created fire marshal position within the fire department. This newly formed Division is striving to build a robust fire prevention program that includes the elements of fire code enforcement, fire plan review, fire and arson investigation and community risk reduction education. Organizing these elements under a fire marshal allows the department to expand its community risk reduction mission and promote preventative strategies to preserve our historic community.

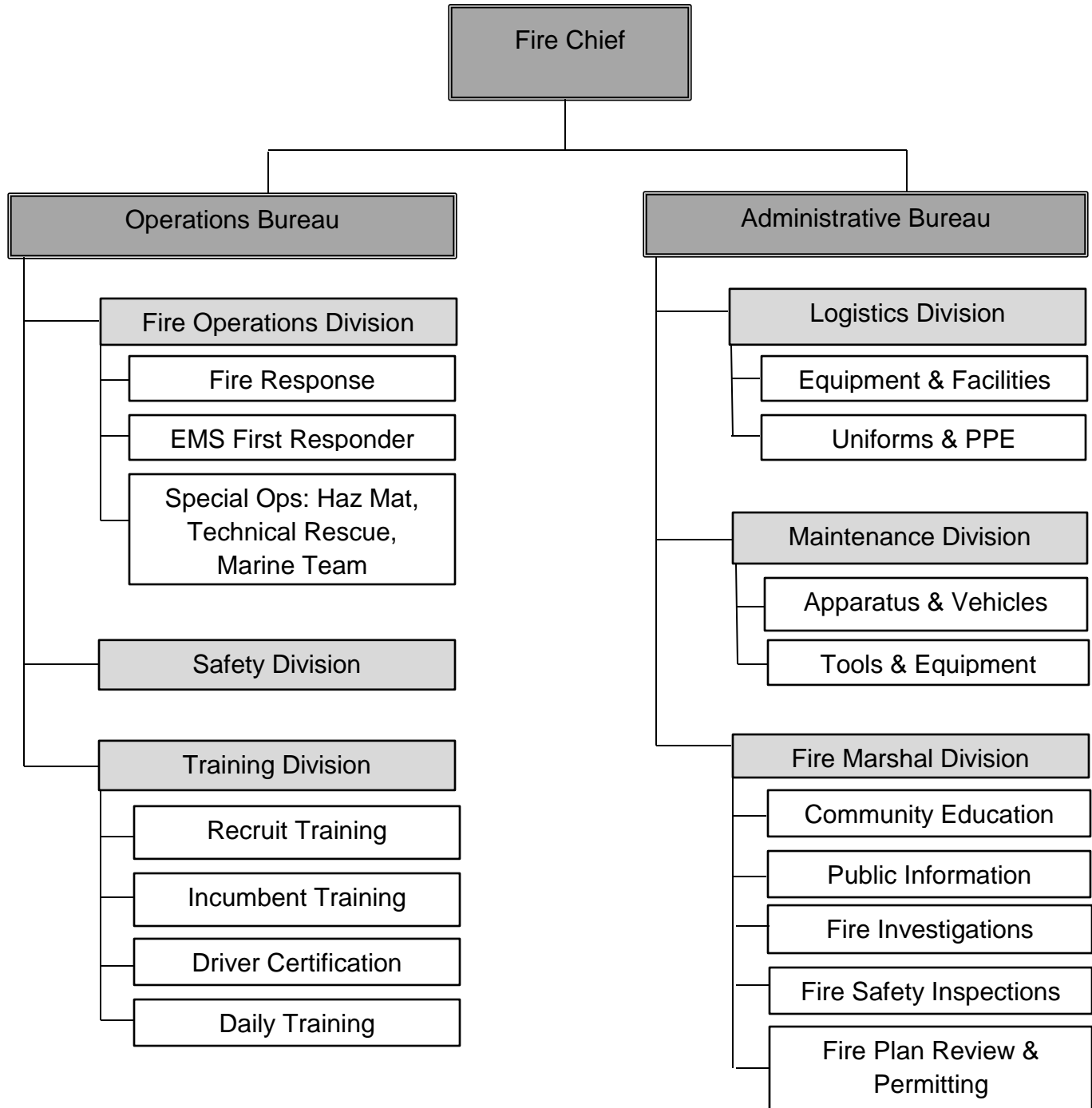


The Training Division is responsible for providing training for all new and existing members of the department and ensuring compliance with required training elements. Under the guidance of the training director, this division is responsible for conducting annual recruit firefighter training. The recruit program has evolved to a 26 week program that includes the following certifications: International Fire Service Accreditation Congress (IFSAC) level II firefighter which meets the National Fire Protection Association (NFPA) standards, Emergency Medical Technician (EMT), and Emergency Vehicle Drivers Training (EVDT).

The Charleston Fire Department continues to evolve to ensure the highest degree of service for our community and the most effective level of protection for our unique jurisdiction.



Organizational Chart





Strategic Goal 1	
Continue to develop, implement, and promote employee safety throughout the organization.	
<p>Our firefighters are our most valuable resource and the department will take any steps necessary to ensure and maintain employee safety. A focus on safety management can build trust within an organization. This focus will include hazard identification, risk management and the evaluation of near-miss incidents and accident investigations. Training will be conducted to address identified needs. The identification of risks can ensure the employees' health and safety, decrease lost time, reduce workplace injuries and lower insurance costs.</p>	
Objective 1-A	Incorporate national firefighter life safety programs into all department activities.
Timeframe	18 Months / Ongoing
Critical Tasks	<ul style="list-style-type: none"> Continue to incorporate the 16 Firefighter Life Safety Initiatives into recruit training, continuing firefighter and fire officer training. Continue to encourage participation in a Firefighter Near-Miss Reporting System Continue to present and incorporate the goals of the Courage to Be Safe (CTBS) Program. Introduce the LACK Program (Leadership, Accountability, Culture and Knowledge) as the second-tier safety training program for those who have completed CTBS.
Objective 1-B	Determine where gaps in firefighter safety exist by systematically identifying unsafe behaviors, actions, procedures and develop risk mitigation strategies.
Timeframe	1 Year / Ongoing
Critical Tasks	<ul style="list-style-type: none"> Continue to conduct post-incident assessment with all responding personnel. Continue the Critical Incident Review (CIR) process with regional participation, as appropriate. Continue to investigate all near-miss incidents and accidents. Implement a safety audit program and coordinate with the City's Safety Review Committee. Implement an internal process to ensure CIRs are reviewed throughout the department and shared with other agencies within the region.

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Objective 1-C	Provide real-time feedback after every incident.
Timeframe	18 Months / Ongoing
Critical Tasks	<ul style="list-style-type: none">• Train all members in Post Incident Review (PIR), including “hot-wash” techniques, to immediately identify hazards.• Encourage company-level incident reviews.
Objective 1-D	Maintain and continue to evaluate the Occupational Safety and Health program.
Timeframe	2 Years / Ongoing
Critical Tasks	<ul style="list-style-type: none">• Continue the full-time position of Department Health and Safety Officer.• Maintain and evaluate the written Occupational Safety and Health Plan.• Ensure that the Charleston Fire Department and City of Charleston Safety Management Division have regular communication.• Encourage the development of an Assistant Safety Officer for each shift.



Strategic Goal 2

Ensure Charleston Fire Department emergency services meet or exceed recognized national standards.

The Charleston Fire Department prides itself on the quality of its emergency services and will meet or exceed recognized national standards in the industry. The quality of the emergency services delivery is affected by equipment, training, and standard operating procedures. The Charleston Fire Department should regularly review its services to improve and ensure the highest possible level of safety for all citizens and emergency responders.

Objective 2-A

Evaluate applicable national standards to identify benchmarks for the department.

Timeframe

Ongoing

Critical Tasks

- Identify applicable national standards that impact our service delivery and response.
- Develop benchmarks and performance objectives to evaluate services.
- Evaluate the necessary performance objectives to achieve accreditation through the Commission on Fire Accreditation International (CFAI).

Objective 2-B

Review all response policies to ensure we are effectively responding to fires and other emergencies in order to minimize the loss of life and property while balancing hazards and risk.

Timeframe

Ongoing

Critical Tasks

- Collect and compare Charleston Fire Department response times to nationally and regionally accepted standards for response times.
- Work with local city and county planners using Geographic Information System (GIS) software to develop the tools necessary to collect data to evaluate incident response times.
- Systematically review, update and train personnel on SOP's to ensure the highest level of service is provided.
- Utilize new and existing technology to improve response times, routes, and assignment of closest unit(s).

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Objective 2-C	Ensure that department members are trained in the necessary skills to respond to emergency situations as safely as possible.
Timeframe	Ongoing
Critical Tasks	<ul style="list-style-type: none">• Continue to develop and revise the Charleston Fire Department Training Plan, emphasizing a regional approach to shared training and training apparatus.• Develop criteria and work with city, county and other local fire officials to develop interest in collaboration on a Regional Fire Department Training Academy—including the provision for a burn building, flashover module, and other live-burn technologies.• Promote professional development by encouraging and offering opportunities for continuing education.
Objective 2-D	Ensure that all apparatus meet the needs of the city's unique historical buildings, its growing demands and recognized standards.
Timeframe	Ongoing
Critical Tasks	<ul style="list-style-type: none">• Continue to provide input through the apparatus committee.• Continually evaluate the changing needs of the fire department and the community, and their impact on fire apparatus.• Mandate that safety to firefighters is the primary consideration in each apparatus and equipment purchase (new or rehab).



Strategic Goal 3	Promote community risk reduction programs and strategies as a fundamental means to preserve our community.
<p>Community Risk Reduction programs have the potential to directly impact the safety of firefighters and citizens. These programs may eliminate or reduce the need for a response and can prepare the community to prevent, respond or recover from an emergency. Members of the department will actively engage in a variety of programs to promote the preservation of our community through fire prevention.</p>	
Objective 3-A	Establish a fire risk assessment program.
Timeframe	2 Years / Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Continue to monitor and improve existing planning zones. • Ensure an effective response force and standard of cover in each planning zone. • Develop a fire risk assessment process to evaluate each planning zone and analyze the risk in each zone. • Create a structure inventory for each planning zone based on occupancy use and hazards. • Identify imbalances in fire risk versus fire suppression capabilities.
Objective 3-B	Ensure adequate fire prevention and life safety plan review and enforcement.
Timeframe	1 Year / Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Continue to improve information sharing between the Building Inspection Division, CFD and city departments involved in community development. • Continue to build a fire code enforcement program to ensure compliance with the applicable requirements. • Review City Code for proper adoption of fire prevention and related codes. • Review staffing levels to ensure adequate and qualified staff to implement and administer the program. • Compare fire response data to critical inspection priorities and make adjustments as needed. • Provide ongoing training to all CFD members to increase understanding of related fire codes and the impact to their safety.



	<ul style="list-style-type: none"> • Ensure fire prevention members conducting fire plan reviews, inspections and life safety assessments have achieved appropriate certifications through the State and the International Code Council. • Establish routine inspections and priorities based on occupancy classification, hazard, and implement appropriate standard operating procedures, guides and policies.
Objective 3-C	Implement community risk reduction education programs.
Timeframe	2 Years / Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Implement specific programs to address identified risks and risk audiences through incident demographics. • Monitor the effectiveness of the programs while using local, regional and national trends to help improve and evolve these programs. • Encourage the creation of a dedicated fire and life safety educator to develop, implement and monitor education programs. • Develop programs based on intended audience (homeowners, businesses, college students, etc.). • Implement standard operating procedures and guidelines to guide programs.
Objective 3-D	Provide a comprehensive fire investigation program.
Timeframe	1 Year / Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Continue to develop a Fire Investigation Team to further the training of department members and the preparedness of our agency. • Ensure accurate cause determination and contributing factors are recorded to drive accurate record keeping, reporting and to help direct risk reduction strategies. • Ensure adequate staffing, training, and expertise among staff to implement the program, conduct investigations and establish minimum certification levels. • Clarify the role of the investigation program through standard operating procedures and ensure adequate authority through statutes, codes, and ordinance. • Foster relationships with regional partners to increase professional development, resource sharing, and standardized approaches.



	<ul style="list-style-type: none"> • Develop and initiate company-level fire investigation and scene preservation training. • Develop systematic investigation methods within the program that utilize recognized best practices in the industry. • Initiate law enforcement cross-training of selected members of the Fire Marshal Division to ensure the ability to pursue fire-related crimes and improve the safety of investigators.
Objective 3-E	Strive to become a leader in fire prevention in the community, region and state.
Timeframe	1 year, Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Continue to seek out new and proactive methods to improve fire prevention and community safety. • Establish cohesive relationships among regional partners to improve uniform enforcement. • Explore county or regional funding sources to support fire prevention efforts. • Develop a regional fire and life safety workgroup to maintain open lines of communication between agencies. • Encourage participation of fire prevention staff in local, regional and state committees, workgroups and associations.
Objective 3-F	Improve the pre-incident planning program.
Timeframe	1 year
Critical Tasks	<ul style="list-style-type: none"> • Continue to implement improvements through the use of the established Records Management System. • Establish appropriate policies and procedures to guide the program. • Implement department-wide training to ensure standardized methods and approaches to conducting and recording pre-incident surveys. • Establish information sharing processes and procedures that allow the collection of data during fire plan review and construction. • Ensure incident commanders are knowledgeable of adopted codes and able to read and comprehend building plans. • Establish methods to ensure pre-plans, existing floor plans and construction drawings are readily available to the incident commander. • Explore data-sharing with regional response partners.



Strategic Goal 4

Identify and engage stakeholders in the advancement of the Charleston Fire Department.

The Charleston Fire Department recognizes the value of employee and citizen input in the advancement of our organization and our drive to become a model agency. Community input and direction will be solicited to ensure the needs of our citizens are addressed and to make sure the community is aware of our limitations and needs. The citizens and visitors of our historic city deserve the highest level of service attainable and we recognize their input is critical to achieving this goal.

Objective 4-A

Provide exceptional customer service to all internal and external customers.

Timeframe

2 Years / Ongoing

Critical Tasks

- Ensure all employees have received Customer Service Initiative (CSI) training.
- Conduct ongoing training to emphasize the CSI concept through review of specific situations.
- Encourage members of the department to increase customer service initiatives to improve our sense of duty to the community.
- Foster an environment that embraces the values of the City of Charleston CSI program: Respect Others, Be Knowledgeable, Own the Moment, Personalize Our Service, Be Ambassadors of Our City and Be Responsive.
- Provide for regular interaction with representatives from City Human Resources to build customer service skills.
- Develop a communication program to inform internal stakeholders of improvements to standard operating procedures as well as challenges faced by the Fire Department.



Objective 4-B	Strengthen the trust between the community and the Charleston Fire Department.
Timeframe	18 Months / Ongoing
Critical Tasks	<ul style="list-style-type: none"> Promote fire department stations as “safe havens”. Schedule Battalion Chiefs to attend public meetings within their districts to discuss changes in department policies and to collect citizen views regarding the role of the fire department. Continue to participate in Community Action Teams through the City of Charleston Executive Steering Group. Educate the community on the importance of code enforcement, plans review, and public fire safety education as strategies to improve community and firefighter safety. Showcase department activities, equipment, and programs to the community throughout the year. Consider expanding outreach services to the community through programs such as walk-in blood pressure checks and certified car seat installations. Evaluate and redefine the Board of Fire Masters as a Fire Chief’s Advisory Council and consider increasing their role in bridging the gap between the department and the community.
Objective 4-C	Communicate effectively with the community and Charleston City government.
Timeframe	6 Months / Ongoing
Critical Tasks	<ul style="list-style-type: none"> Continued participation by the Fire Chief with the Executive Steering Group. Maintain the position of Public Information Officer and improve community risk reduction education strategies. Create a marketing plan, utilizing multimedia outlets that will showcase positive changes and achievements by the CFD and its members. Outline ways to improve the collection, verification and dissemination of information to the community. Identify and strengthen community partnerships and routinely evaluate goals and objectives of the partnership. Identify key personnel who will assist the Public Information Officer in information management and implementation of the marketing plan. Develop business and community partnerships.



Strategic Goal 5

Increase professionalism and promote leadership at all levels within the Charleston Fire Department.

Professionalism is defined as the ability of the organization to take pride in its work, provide quality services and to achieve a level of excellence that exceeds expectations. Each member of the Charleston Fire Department plays a crucial role in the achievement of organizational professionalism. The leadership of the Charleston Fire Department will set the example by exhibiting professionalism, building trust throughout the organization and demonstrating the value of embracing culture change. Every member of the department will be encouraged to accept and promote positive changes that will enhance safety for all employees and to improve services for the citizens and community they serve.

Objective 5-A

Recognize the importance of and strengthen the role of company officers.

Timeframe

Ongoing

Critical Tasks

- Continue to conduct the Officer Development Class.
- Implement a training curriculum to prepare staff for leadership roles.
- Continue officer development and training.
- Create opportunities for shared decision making.



Objective 5-B	The Charleston Fire Department will provide fair and competitive compensation (including health insurance benefits, retirement planning and tuition reimbursement) to ensure a continuum of leadership through professional and qualified team members.
Timeframe	1 year / Ongoing
Critical Tasks	<ul style="list-style-type: none"> Analyze benchmarks to comparable cities and fire departments with regards to job descriptions, compensation and benefits and make recommendations based on the findings. Widely distribute information on pathways to career development, advancement opportunities and salary and benefit increases within the department. Implement the position of Human Resources Specialist within the Charleston Fire Department who will assist with fire service career development, workforce alignment, wage issues, and who will review all hiring practices and promotions within the department. Work closely with the City benefits coordinator to answer members' questions regarding compensation and benefits. Identify and utilize opportunities to distribute accurate and consistent information to all members through the H.R. Specialist & City benefits representatives to facilitate questions from fire department employees.
Objective 5-C	Empower employees to become involved and shape the future of their department.
Timeframe	1 Year / Ongoing
Critical Tasks	<ul style="list-style-type: none"> Involve members in the committee process to promote individual ownership and foster shared decision making within the organization. Encourage participation at all levels/ranks within the department. Publish a list of available committees, workgroups, advisory panels and the current member list. Establish the roles, responsibilities and expectations of the committees. Publish meeting minutes. Utilize social media outlets to increase awareness and information sharing. Teach strategic planning skills to command staff and non-uniform staff who will be responsible for developing sub-Strategic Plans for their areas of oversight.

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Objective 5-D	Develop strategies to continue to improve the diversity of our workforce.
Timeframe	1 Year / Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Continue recruitment within the Charleston area school systems. • Establish a diversity committee to develop a recruitment and retention plan to increase and maintain diversity throughout the department. • Seek out additional recruitment opportunities in our region; include opportunities that will specifically provide increased diversity through traditional and non-traditional environments. • Develop candidate preparation and mentoring programs to assist applicants in preparing for the testing and interviewing process. • Explore programs that motivate youth to become involved in the fire service with a focus on at-risk youth in the area.
Objective 5-E	Continue development of the accreditation work plan to achieve Fire Department accreditation through the Center for Public Service Excellence by 2015.
Timeframe	3 Years
Critical Tasks	<ul style="list-style-type: none"> • Seek funding to create an Accreditation Manager position. • Create an Accreditation Committee to provide task and timeline management and to assist the Accreditation Manager. • Host regional workshops on fire department accreditation. • Develop a tracking system to monitor accreditation program compliance.
Objective 5-F	Improve internal communication and compliance with changes to policies, procedures and current events.
Timeframe	1 Year
Critical Tasks	<ul style="list-style-type: none"> • Ensure transparency in the process of changing policies and procedures. • Provide methods to obtain feedback after implementation of changes. • Develop a standard and structured method to disperse information. • Implement methods to monitor compliance with changes.



Strategic Goal 6	Improve the efficiency and allocation of department resources.
<p>The Charleston Fire Department must make the best use of its resources. A resource management plan provides for the deployment of an organization's resources when and where they are needed. Such resources may include financial resources, inventory, personnel, training or information technology. Resource allocation could include regional solutions to common problems. These solutions can include automatic and mutual aid, shared training and lower-usage facilities such as live-fire burn buildings and flashover modules, and special response capabilities and resources.</p>	
Objective 6-A	Ensure fiscal responsibility to provide the community with the highest degree of service.
Timeframe	2 Years / Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Conduct a needs analysis regarding facilities, apparatus, equipment and personnel. • Continue to work with the Budget Analyst to improve and prepare the annual budget. • Pursue alternate sources of funding to supplement the annual budget. • Develop routine budget monitoring reports and practices to track expenditures throughout the year. • Encourage the creation of a Grant Manager within the Charleston Fire Department to pursue alternate funding and reduce the financial burden on the community.



Objective 6-B	Provide CFD members with quality equipment, apparatus, and Personal Protective Equipment (PPE) that achieve recognized standards, including proactive maintenance programs which ensure safety and longevity of equipment.
Timeframe	2 Years / Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Pursue funding to provide members with an secondary set of PPE. • Implement an internal, more cost effective, PPE cleaning program. • Mandate preventive maintenance for all fire department apparatus and equipment through an apparatus maintenance plan. • Develop and continually evaluate an Apparatus Replacement Plan. • Develop and continually evaluate an equipment tracking and replacement program. • Develop and continually evaluate a PPE tracking and replacement program. • Continue required PPE inspections and repair.
Objective 6-C	Evaluate the feasibility of shared facilities.
Timeframe	Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Work with neighboring jurisdictions to evaluate the concept of regional and shared training facilities. • Work with the community to review the benefits of a shared community space within new fire stations. • Pursue local, regional and state solutions for resource allocations to maximize the use of new and existing funding while improving the distribution of resources.
Objective 6-D	Maintain comfortable and healthy workspaces for employees.
Timeframe	2 Years
Critical Tasks	<ul style="list-style-type: none"> • Complete a station sustainability report to evaluate the condition of current facilities. • Prioritize the changes and improvements needed in facilities based on the sustainability report. • Enhance the furniture, fixture and equipment replacement budget.



Objective 6-E	Provide technology and equipment to support delivery of emergency services.
Timeframe	Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Continue to research new and improved technologies that improve emergency response and efficiencies within the department. • Coordinate with the City of Charleston Information Technology (IT) Department to develop an IT equipment review and replacement program throughout the Charleston Fire Department.
Objective 6-F	Develop the necessary structure to provide accurate data collection and storage to drive future decision making.
Timeframe	1 Year
Critical Tasks	<ul style="list-style-type: none"> • Ensure a standardized method of recording all calls for service, collection and documentation of safety inspections, pre-fire planning information and tracking of daily activities. • Provide standardized training to all personnel regarding data entry and the records management system (RMS). • Implement quality control measures to ensure accurate data collection and entry. • Develop the ability to track and account for all apparatus, tools, equipment, PPE and other department-owned supplies.



Strategic Goal 7	Promote and develop health and wellness initiatives within the Charleston Fire Department.
<p>A health and wellness plan is essential for acquiring top candidates for employment, maintaining employees who are fit for duty, and providing structure to ensure health and wellness are a top priority for the duration of the firefighter's career. A health and wellness program will include entry-level testing for employment, quarterly incumbent evaluation, annual extensive physical exams, firefighter post-injury rehabilitation and the continuation of the assistance received from the Charleston Firefighter Peer Support Team. The Charleston Fire Department will continue to influence the culture change and positive improvements for all employees' health and fitness throughout their career.</p>	
Objective 7-A	Develop and implement the Charleston Fire Department Health and Wellness Plan.
Timeframe	3 Years
Critical Tasks	<ul style="list-style-type: none"> • Prioritize funding to implement health and wellness programs. • Conduct pre-employment and annual medical exams in accordance with NFPA 1582. • Pursue funding and implement the Candidate Physical Ability Test (CPAT). • Create a recognition program for firefighters who have shown great improvement in their physical fitness and yearly physical evaluations. • Evaluate the IAFF/IAFC Joint Labor Management Wellness-Fitness Initiative (WFI) Fire Service Peer Fitness Trainer Certification, or comparable firefighter fitness programs, and certify firefighter peer fitness trainers. • Develop a firefighter post-injury rehabilitation program in conjunction with medical oversight and physical therapy. • Explore instituting periodic physical fitness evaluations at the company level. • Coordinate with the City of Charleston Wellness Division to promote healthy lifestyles.



Objective 7-B	Develop a program to ensure physical training is being completed as expressed in the daily activity schedule.
Timeframe	3 Years / Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Provide specific physical training to help firefighters achieve fitness goals based on individual assessments. • Instill health and wellness behaviors starting with the recruit academy. • Develop introductory, intermediate, and advanced physical training objectives based on individual assessments.
Objective 7-C	Continue to make available to employees information about firefighter self-care including smoking cessation, weight control, cardio-vascular exercise and other areas with proven benefits.
Timeframe	Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Encourage employees to utilize existing Wellness Programs provided by the City. • Encourage employee participation in the IAFF/IAFC Wellness Initiative. • Routinely distribute information regarding available programs. • Provide opportunities to meet with the City Wellness Program Manager.
Objective 7-D	Continue to support the Charleston Fire Department Firefighter Peer Support Team.
Timeframe	Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Continue funding of the Peer Support Team. • Continue interaction of the Peer Support Team with recruits and the Officer Development Class. • Encourage current employees to assist with the team. • Expand local knowledge of the Peer Support Team. • Increase interaction of current employees with the team through station visits.



Strategic Goal 8

Increase individual ownership in morale and organizational development.

The Charleston Fire Department enjoys a rich history and tradition of service to the community. It is important to acknowledge that pride, tradition, culture, and individual service influence morale. Each member of the Charleston Fire Department must recognize the value of his or her contribution to the continued growth, development, overall morale and improvement of our organization. Effective communication plays a critical role in employee trust and pride within the organization.

Objective 8-A Create employee recognition programs.

Timeframe 1 Year

Critical Tasks

- Continue the departmental unit citation program.
- Explore an annual awards and recognition ceremony.
- Implement an employee award program.

Objective 8-B Create multiple paths of communication among team members.

Timeframe 6 months

Critical Tasks

- Redesign the Charleston Fire Department website.
- Create a “members-only” portion on the website for Charleston Fire Department staff including updated changes to benefits, open bulletin boards, and other tools to promote open communication.
- Cultivate social networking sites to disseminate official department information in real time.



Objective 8-C	Create opportunities within the organization to increase morale, instill pride, and pass along the positive traditions and progressive culture of our historic organization.
Timeframe	18 Months / Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Reinststate department annuals to recognize current members and include memorable events. • Encourage the creation of pride initiatives throughout all levels of the Charleston Fire Department such as company patches, photo tributes in the stations, and similar initiatives. • Create an open forum to seek input from members and retirees to discuss department traditions. • Utilize current technologies to assemble and disseminate historical information, stories, and details of the Charleston Fire Department to share with recruits, members and the public. • Develop opportunities for retired members to interact and remain connected with the current members.
Objective 8-D	Ensure all employees recognize the importance of their involvement in committees and workgroups throughout the organization.
Timeframe	1 year / Ongoing
Critical Tasks	<ul style="list-style-type: none"> • Outline criteria or thresholds for administration to implement committees or workgroups. • Publish committee findings and communicate updates to all members of the department. • Develop policies and procedures outlining how committees work, to include managing expectations, setting goals, and reporting outcomes.

APPENDIX A



Table “How Our Goals Match Our Values”

How Our Goals Match Our Values

	Goal 1 Develop, Promote Employee Safety	Goal 2 Services Meet National Standards	Goal 3 Community Preservation, Risk Reduction	Goal 4 Advance CFD Through Involvement	Goal 5 Increase Professionalism, Promote Leadership	Goal 6 Efficiency, Allocation of Resources	Goal 7 Promote Health, Wellness Initiatives	Goal 8 Increase Individual Ownership, Moral
City of Charleston Values	Citizens		X	X	X	X		
	Public Safety	X	X	X	X	X	X	X
	Quality Services	X		X	X	X	X	X
	Physical Place		X			X		
	Regional Partnership	X	X	X		X		X
Charleston Fire Department Values	Fully Supported Readiness	X		X	X	X	X	
	Best Practices & Firefighter Safety	X		X	X	X	X	X
	Respect Citizens & Honor Historic Community		X		X	X		
	Public Education & Code Enforcement	X						
	Collective Dignity & Respect	X	X	X	X	X	X	X

APPENDIX B



CFD HIGHLIGHTS 2007- 2012



CFD Highlights - 2007-2012

1. 2007 246 personnel, today 307 members
2. New positions added
 - a. 2 Deputy Chiefs
 - b. Logistics Officer
 - c. Safety Officer
 - d. Training Captains
 - e. Public Information Officer (PIO)
 - f. 2 Admin assistants (1 Full time, 2 part time)
 - g. 3 additional floating Captain positions
 - h. 3 additional floating Engineer positions
 - i. Fire Marshal Division (See below)
3. Fire Marshal Division created July 2010
 - a. Fire Marshal Division is assigned responsibility for fire code enforcement, fire plan review and permitting, fire investigations and public education/community outreach
 - b. Role of Chief Fire Code Official transferred to the newly created Fire Marshal Position
 - c. Two Fire Inspectors from the Building Inspection Division transferred to the Fire Marshal Division
 - d. One cross-trained Building/Fire Inspector temporarily transferred to Fire Marshal Division as part of a resource sharing program
 - e. Added two Deputy Fire Marshals, two Assistant Fire Marshals, one Fire Inspector
 - f. Fire Investigation Team created to encourage internal and regional participation
 - g. Peninsula Fire Investigation Task Force created
 - h. Fire Plan Review and Permitting process established within the Division
 - i. Standardized public education curricula established
 - j. Community outreach programs initiated
 - k. Hydrant maintenance pilot program initiated



4. Operations Division

- a. 4 person minimum staffing on each apparatus
- b. 45 Minute Self Contained Breathing Apparatus (SCBA) for all firefighters
- c. Improved Personal Protective Equipment (PPE)
- d. Gear lockers
- e. Improved station uniforms
- f. Large diameter hose and appliances
- g. Rapid Intervention Team Packs (12 total, 6 donated by Local 61)
- h. New extrication equipment (placed on 3 truck companies and 4 engines)
 - i. Increased capabilities by 2 sets
 - ii. Purchased with federal grant money
- i. Thermal Imaging Cameras (TIC) for all apparatus
- j. Lapel microphones and radio straps for all portable radios
- k. Added equipment to truck companies included: PPV Positive Pressure Fans, rabbit tools, assorted rope rescue equipment, search ropes, ventilation saws, rescue jacks, vehicle stabilization equipment
- l. Command and Safety vests
- m. Accountability system to keep track of all firefighters on the emergency scene
- n. Increased size of response package to "front-load" incident with resources
- o. Moved dispatching function to Charleston County Consolidated dispatch center
- p. Added firefighter rapid egress systems to each firefighter's PPE

5. Special Teams

- a. HazMat team updated and enhanced through IAFF 80 hour program
- b. Collapse Rescue and US&R team updated and enhanced through IAFF and SCFA
- c. Marine Division formed and fireboat "Louis Behrens" christened and placed in service November 2012



6. Apparatus

- a. Adopted new style of command vehicle to support different style of incident command
- b. Retrofitted all engine companies with 1 ¾" attack lines to improve fire attack capability
- c. Retrofitted engine companies with cross-lay style hose storage, reflective material on the rear and air conditioning
- d. Added Light and Air truck to the fleet
- e. Added rehab trailer to the fleet
- f. Since 2007 replaced 6 front-line engines
- g. Ordered Tiller Truck to replace one truck apparatus
- h. Received grant to order HazMat response unit

7. Training

- a. Created and delivered Officer Development Program
 - i. All current officers have received the training
 - ii. Recognized for certification from the South Carolina Fire Academy (SCFA)
- b. Published training matrix requirements for promotion
- c. Computer based command officer training conducted for command officers
- d. Rapid Intervention Team training conducted
- e. Incident command training
- f. Leadership training at the National Fire Academy (NFA)
- g. Improved and extended recruit training from 20 weeks to 26 weeks
 - i. National Fire Protection Association (NFPA) FF II
 - ii. Emergency Medical Technician (EMT)
 - iii. Emergency Vehicle Driver Training (EVDT)
- h. Adopted Everyone Goes Home Program to promote firefighter safety
- i. Created opportunities for members to attend various fire service conferences for additional training, leadership skills and personal development

8. Facilities/Fire Houses

- a. Diesel Exhaust systems installed



9. Administration

- a. Improved hiring process
- b. Improved promotional process
- c. Development by the CFD of regionally-adopted Safe Structural Firefighting SOP
- d. Cooperative response with regional departments through automatic mutual aid
- e. Memos, Orders, Procedures and Policies stored on central computer database, accessible by all members
- f. Second PC placed in all fire houses to support continuing education

10. Committees and Working Groups

- a. Health and safety committee
- b. Apparatus and Equipment committee
- c. Training committee
- d. Uniform and PPE committee
- e. SOP committee
- f. Recruitment committee
- g. Fireboat committee
- h. Radio working group
- i. Truck company working group
- j. Deputy Chief's advisory committee
- k. Promotional working groups
- l. Critical Incident Review working groups

11. Behavioral Health

- a. Firefighter Support team within state department of Mental Health
- b. Charleston Fire Department Peer Support team of firefighters available 24 hours a day for any staff member in need of support after a potential exposure to a traumatic event

12. Grants received

- m. 2008 AFG through US DHS, diesel exhaust extraction systems, rapid egress escape systems, gear lockers, extrication equipment
- n. 2008 Staffing for Adequate Fire and Emergency Response (SAFER) grant for 24 firefighter positions
- o. 2009 Fire Act Grant for 1 3/4" attack hose, new nozzles, portable monitors, stabilizer struts for truck companies, automatic external defibrillators, REHAB trailer and equipment
- p. 2009 Federal Emergency Management Agency (FEMA) grant for fireboat, placed in service September 2012
- q. 2010 received a training scholarship from True North Gear to bring in nationally recognized subject matter experts to teach tactics and strategies for engaging commercial "Big Box" fires
- r. 2011 awarded Fire Act Grant for prestigious IAFF Fireground Survival Training

APPENDIX C



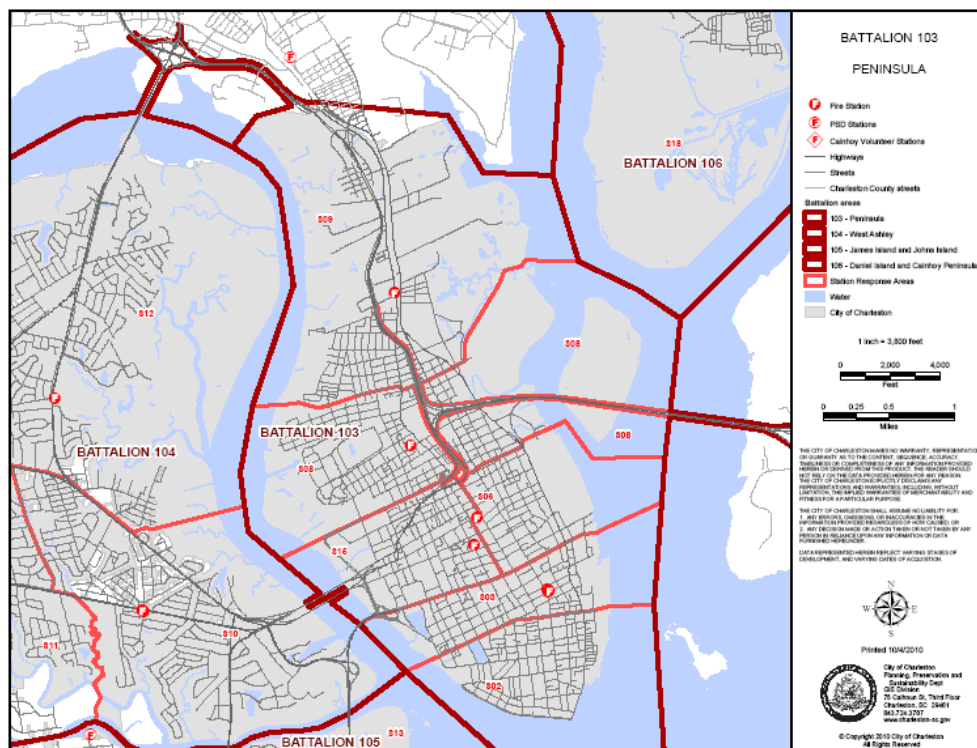
CFD BATTALIONS



CFD Battalions

The Charleston Fire Department's Operations Division is divided into four protection districts known as battalions. The battalions are numbered 103, 104, 105, and 106 as part of the CFD's participation in the Charleston County fire apparatus numbering system. Each battalion is comprised of three to seven companies that manage all firefighting and rescue activities from 15 fire stations. The battalions are led by a battalion chief whose role is to provide command officer coverage, operational readiness assurance and personnel management for the companies under their command. The individual engine and ladder companies assigned to the stations are led by captains.

BATTALION 103 Stations 2, 3, 6 (Battalion HQ), 8, 9, and 15



CHARLESTON

FIRE DEPARTMENT



Battalion Chief 103 is housed at 6 Cannon Street with Engine 106. Battalion 103 is responsible for responding to and commanding structure fires, entrapments, HazMat calls, rescue calls and any other call as deemed necessary within the Charleston Peninsula and Neck Area. The principal role of the battalion chief is to assume command of multi-company incidents, ensure all companies under their command are at optimal readiness at all times, and perform administrative duties related to fire department operations. Battalion 103 is staffed by three battalion chiefs who each work a 24 hour shift.

The Charleston Peninsula and Neck is a diverse area of the city that ranges from irreplaceable historic homes and buildings to college campuses, a seaport, heavy industry, chemical manufacturing, hazardous materials storage and a diverse economic mix of housing. The area is home to the College of Charleston, the Citadel, the Medical University of South Carolina, and the Veterans' Administration Hospital. The port and industrial areas receive ships, trains and tractor-trailers. The Third Battalion is protected by six engine companies and one ladder company.



Engine 102 is housed at Central Station, Meeting and Wentworth Streets with Engine 103. The boundaries of Engine 102's response district include Market Street on the north end and stops at the Battery. This district contains the most historic parts of the city and is the heart of the tourism industry. Engine 102's area contains museums, hotels, restaurants, local, state and federal government buildings (including the United States Coast Guard Base, Charleston). The area also includes a public housing community, an elementary school, several private schools and many of the city's historic churches. Engine 102 will serve as one of the primary companies staffing the fireboat.

Engine 103 is housed with Engine 102 and contains similar elements in their district. This district runs from Market Street to Calhoun Street. Special concerns in this district include The College of Charleston campus, large concentrations of off-campus housing, a Carnival Cruise ship passenger terminal, a State Port Authority terminal, a county library, the municipal auditorium and a marina with over 200 boat slips. Engine 103 will serve as one of the primary companies staffing the fireboat.

Tower 104 is housed with Engine 115 at 162 Coming Street. Tower 104 provides initial truck company service and vehicle extrication capabilities on the Peninsula and Neck. Its inventory includes specialized rescue equipment related to the Technical Rescue Team's mission. The crew shares some of the Technical Rescue Team responsibilities with personnel from Engine 115.

CHARLESTON

FIRE DEPARTMENT



Engine 106 is housed at 6 Cannon Street. Engine 106's service area is a densely populated area with low-income residents and a heavy concentration of college students living in shared housing. The district includes a variety of restaurants, shops and businesses along with several hotels and tourist-oriented attractions. A technical college and three public schools are protected by Engine 106. The district's boundaries are approximately John Street to Lee Street from St. Phillip Street to East Bay Street.

Engine 108 is located at 370 Huger Street. The north and south boundaries run between the Septima P. Clark Cross-Town Expressway and Gordon Street at its upper end and between Lee Street and Cypress Street on the lower end. The district is situated between the Ashley and Cooper Rivers. Engine 108's response district serves a very diverse economic residential area as does the rest of the battalion's area. This district contains several public schools, one private school and the Citadel military college campus. Charleston Police Department Headquarters, the Charleston Riverdogs minor league baseball stadium and the Citadel's football stadium are located in Engine 108's response area. The area also contains some commercial and restaurant occupancies.

Engine 109 is located at 1451 King Street Extension. The company is home to the CFD's hazardous materials response team. Engine 109's crews cross staff the hazardous materials company. Their response area starts at Gordon Street and continues to the north, ending at the border with the City of North Charleston. The lower end of Engine 109's area runs from Cypress Street to the end of the city limits. The eastern and western district boundaries are the rivers. Engine 109's district consists of mixed-income housing as well as commercial and industrial occupancies. The industrial occupancies include a chemical plant, a hazardous materials shipping and storage facility and several other industry support businesses. Engine 109's district has considerable rail and truck traffic throughout its northern end and a pier where hazardous materials are offloaded through a pipeline. Engine 109 also serves a portion of Interstate 26 and a residential high-rise occupancy that provides housing for at risk-persons.

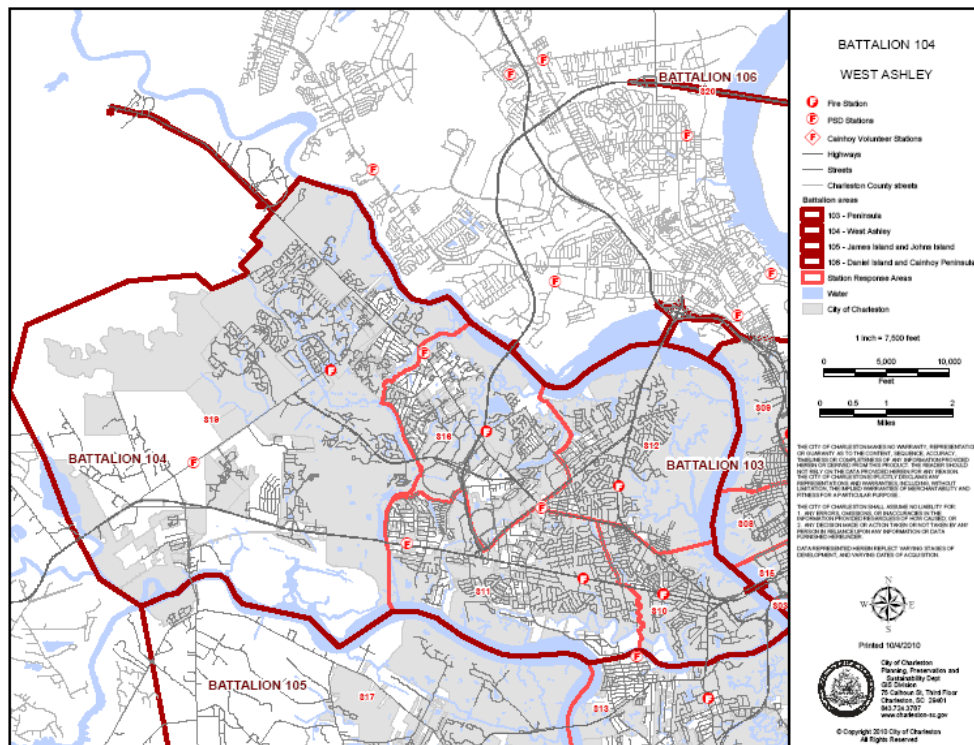
Engine 115 is located at 162 Coming Street. This district runs from the Septima P. Clark Cross-Town Expressway to Calhoun Street and from St. Phillip Street to the Ashley River. This district contains a densely packed collection of single and multi-family mixed income housing. The Medical University of South Carolina, Roper/Saint Francis Hospital, a Veterans' Administration hospital and numerous supporting medical offices are located in this district. Most of the high-rise commercial and residential buildings on the Peninsula are located in Engine 115's area. This district also has two marinas, several hotels and a private school. Engine 115 responds to all of the bridges that connect the city as well as the interstate.





BATTALION 104

Stations 10, 11 (Battalion HQ), 12, 16, 19



Battalion 104 is housed at 1517 Savannah Highway with Engine 111. The battalion provides command and administrative oversight for the stations in the West Ashley part of the city as well as fostering a strong working relationship with the Saint Andrews Public Service District Fire Department. The battalion also provides secondary command support coverage to James Island and Saint Johns and also responds to the Peninsula. Battalion 104 is responsible for five engine companies and one aerial tower in West Ashley.

CHARLESTON

FIRE DEPARTMENT



This battalion is a very diverse and large geographical area that is heavily populated and poised to continue to support growth. West Ashley consists of all building construction types along with numerous special hazards. There is rapid and widespread growth of residential dwellings, multi-family dwellings, hotels, small businesses, and commercial occupancies throughout the response district. The area consists of several heavily traveled primary roads (7, 17, and 61) and a portion of Interstate 526. Unincorporated portions of West Ashley are protected by the four stations of the Saint Andrews Public Service District Fire Department (SAFD). The CFD and SAFD respond with each other through a cooperative response plan that sends the closest units to an incident regardless of jurisdiction.



Engine 110 is located at 1 Nicholson Drive in West Ashley. This station also houses Tower 105. Engine 110's district is bounded by the Ashley River Bridge running south to Farmfield Avenue and the Wappoo Cut and west to Saint Andrews Boulevard. The district is suburban in nature, almost evenly divided between single and multi-family residential structures, with commercial structures that include strip malls, big box stores, and commercial high-rise occupancies. There are two schools, numerous churches, and a variety of other target hazards. Engine 110's transportation hazards include portions of Highway 17 and Highway 61.

Engine 111 is located at 1517 Savannah Highway and shares quarters with Battalion 104. The district runs north to south on Highway 17 (Savannah Highway) from Farmfield Avenue to Dobbin Road, and east to west from Highway 7 (Sam Rittenberg Boulevard) to the Stono River. This district has many hotels, motels, multi-family dwellings, single family residential dwellings, vehicle dealerships, commercial high rises, and the terminus of Interstate 526. Engine 111's footprint also includes the CFD Apparatus Maintenance Shop. Engine 111's crews make up the third leg of the CFD's Marine Division staffing the fireboat.

Engine 112 is housed at 1352 Old Towne Drive. The district consists of mostly single and multi-family residential dwellings, shopping centers, elder care facilities and assorted businesses. The response area starts at Highway 61 and extends to Wappoo Road. It also runs from Sam Rittenberg Boulevard, to Ashley Hall Road ending past North Woodmere. Engine 112's crew also maintains and runs Air 101, the department's air/light/rehab unit.

CHARLESTON

FIRE DEPARTMENT



Engine 116 is housed at 81 Ashley Hall Plantation Road. The first-run district covers from Sam Rittenberg Boulevard north to Church Creek, the Ashley River to the east, and Savannah Highway to the west. The district is densely populated with multiple apartment complexes and commercial strip malls. Target hazards include several nursing homes, the Citadel Mall, Saint Francis Hospital, Lowe's, Home Depot and three schools. Interstate 526 bisects the district. Although Engine 116's first run district is small, its location in West Ashley makes it a prime company for filling out response assignments to the rest of a large portion of West Ashley.

Engine 119 is located at 1985 Bees Ferry Road. The boundaries of this district extend from Parsonage Road down Ashley River Road to the Charleston/Dorchester County line and 2700 Savannah Highway to the Red Top/Hollywood line. There are five public schools, the Clemson Experimental and Vegetable Lab, approximately 13 subdivisions with medium to high end housing and three nationally recognized historical plantations in Engine 119's service area.

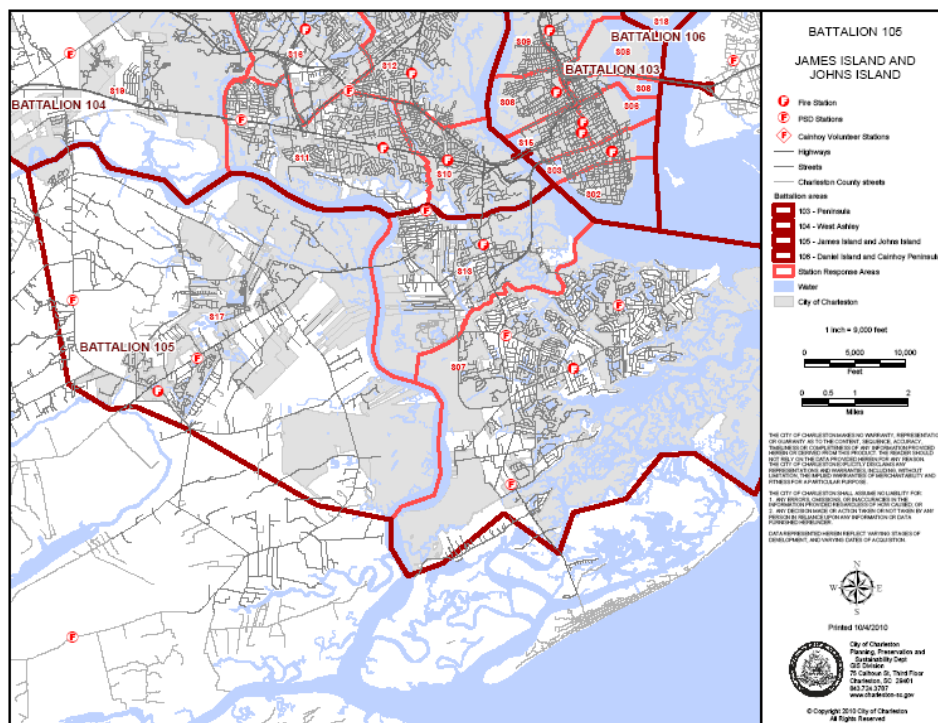
Tower 105 is housed with Engine 110 at 1 Nicholson Drive. Tower 105's district includes all of West Ashley first due, the Peninsula, James Island, and Johns Island second due. Tower 105 runs on most local alarms, all structure fires, entrapments, and high rise fire alarms in their district. The tower provides support, ladders, search and rescue, ventilation, salvage and overhaul, vehicle extrication and completes other assignments given by the incident commander. Tower 105 also carries equipment to support the Department's Technical Rescue Team.





BATTALION 105

Stations 7, 13 (Battalion HQ), 17



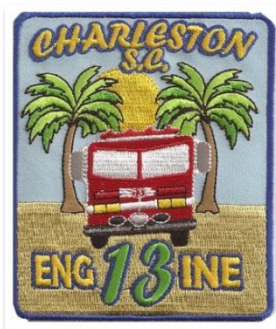
Battalion 105 is located at 358 Folly Road with Engine 113. Battalion 105 is comprised of two companies located on James Island and one company located on Johns Island. The battalion is a mix of suburban, strip mall, stand-alone commercial and rural occupancies. Battalion 105 responds to all multi-company and multi-jurisdictional alarms between the City of Charleston, Saint Johns, James Island and Folly Beach Fire Departments. Battalion 105's chiefs work closely with each of the other fire departments serving the islands to ensure incident objectives are being met, the companies in the battalion are at optimal readiness, and the safest environment possible is maintained for all responders and civilians. Battalion 105 is responsible for coordinating relocations created by high incident activity or working incidents.

CHARLESTON

FIRE DEPARTMENT



Engine 107 is located at the corner of Fort Johnson Road and Camp Road on James Island. James Island is one of the most urbanized of the Sea Islands. It is tri-governed by the City of Charleston, the Town of James Island and the James Island Public Service District. Engine 107's response district is mostly residential with several light commercial areas. Engine 107 is in an ideal location to serve the City of Charleston citizens as well as lend aid to the James Island Fire Department. Engine 107's location makes it the closest CFD station to support fire protection for the 2000 residents of the barrier island of Folly Beach.



Engine 113 is located at 358 Folly Road, also on James Island. They are located near the entrance to the island from West Ashley. Not only do they provide protection for James Island, but they are first to respond to Johns Island and parts of West Ashley under the cooperative response plan. Engine 113 is the second closest CFD station to the Peninsula. Their strategic location allows them to respond to all types of districts, ranging from the area's most rural, to most densely populated. Engine 113's crew is responsible for staffing the CFD's Rehab Trailer and is a second tier company for staffing Air 101 if Engine 112 is committed on another incident.

Engine 117 is located at 1830 Bohicket Road, Johns Island. This is a dual annexed district between the City of Charleston and the Johns Island Public Service District. One third of the island is within the city. The island is mostly rural residential (population density 147/square mile) with a few light commercial areas. Johns Island is home to Charleston Executive Airport, an expanding alternate airport in the region. Engine 117 has first due responsibility for airport fire and emergency incidents. Engine 117, located near the intersection of Bohicket Road and Maybank Highway, providing them with the most direct route to distant areas of the island. As part of its service package, Engine 117 is equipped with hydraulic rescue tools to handle vehicle entrapments. Engine 117 is the only city engine company on the island. The crews work in full cooperation with the Saint John's Fire Department's seven stations. Engine 117's second through fifth due areas include the islands of Wadmalaw, Kiawah, and Seabrook as part of automatic aid with Saint Johns. The station also houses Foam 117, a reserve pumper that carries a large complement of foam that can be used for aircraft incidents or other incidents involving flammable and combustible liquids.

CHARLESTON

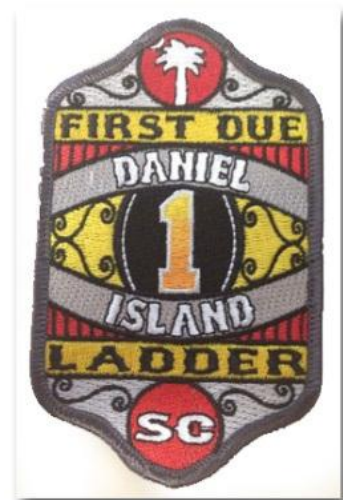
FIRE DEPARTMENT



Engine 118's first run district covers all of Daniel Island from the Cooper River to the Wando River and from Ralston Creek to Beresford Creek to Clements Ferry Road. Their district is a "town center" style community designed from the ground up since 1991. The service area contains schools, businesses, single family and multi-family dwellings. The Family Circle Cup Tennis Center, Blackbaud Stadium (professional soccer) and two golf courses are also located on the island. The tennis center hosts music concerts and other large assembly gatherings several times a year. A Berkeley County advanced life support unit shares quarters with Engine 118. The engine company provides first responder and manpower assistance to the medic unit through a cooperative agreement between the City of Charleston and Berkeley County EMS.

Engine 120's first run district covers from Interstate 526 to just past Highway 41. The district contains a diverse commercial community that includes several business parks, the Gildan Clothing Manufacturing Facility, Nucor Steel Plant, and BP's Cooper River chemical facility. The area contains a large, undeveloped annexed area that is slated for development over the next several decades. Engine 120 provides mutual aid to the Cainhoy and Huger Fire Departments in Berkeley County.

Ladder 101 is housed with Engine 118 at 235 Seven Farms Drive. They respond on all fire and rescue calls in the Daniel Island area. This truck contains specialized rescue equipment for auto extrication and technical rescue.



APPENDIX D



CFD Specialty Teams



The CFD recognizes that the community threat extends beyond fire and EMS. The potential for other types of emergencies is high given the city's diverse community. Hazardous materials manufacturing and storage, light to medium industry, port facilities, bridges, and aged buildings all contribute to the potential for a variety of emergencies. The CFD has developed specialized teams of firefighters to respond to these incidents. The members who join these teams receive highly specialized training to handle many potential emergencies—often on their own time. The CFD plans to continue to assess the community threat and develop other teams as needed. The specialty teams rely, to varying degrees, on partnerships with the regional and statewide service partners.

Hazardous Materials Response Team

The Charleston Fire Department HazMat Response team provides highly skilled and specialized response to chemical spills and emergencies. The team is a NIMS Type II Response team and meets the requirements of NFPA 472.

The team consists of 30 firefighters of varying ranks who are trained to the HazMat Technician and/or Specialist levels. Daily staffing normally consists of 10 team members on duty with a minimum of three members assigned to the HazMat response company, Engine 109. The Battalion Chiefs assigned to Battalion 103 serve as the shift commanders for the HazMat team.

HazMat Technician training is an 80-hour course conducted through the IAFF, while the Specialist training is normally conducted at specialized training sites throughout the United States. Shift commanders receive an additional six-day training course from the National Fire Academy in HazMat Incident Command. Sixteen members of the CFD HazMat team have also received training in WMD response and serve on the WMD/HazMat Regional Response Team.



Automatic mutual aid agreements are in place within Charleston County and with the Summerville Fire Department for team response to any chemical emergencies within those jurisdictions. The team has also submitted to Firefighter Mobilization through the State HazMat Working Group and may be called up to respond throughout the State of South Carolina.

CHARLESTON

FIRE DEPARTMENT



The current apparatus complement consists of two step vans that carry the team's specialized chemical protective suits and personal protective equipment, metering and monitoring equipment, and spill containment equipment. The department was recently awarded grant funding to purchase a state-of-the-art HazMat vehicle that will include an onboard resource and research center. The new HazMat response vehicle should be delivered sometime in late 2013.

In addition to the responses to chemical emergencies, the team has an agreement with the Charleston County Sheriff's Department to lend support to the mitigation of clandestine drug labs. The team also participates with the 43rd CST, SLED, Charleston Police Department and Charleston County Sheriff's Office for VIP sweeps at high-level events in the city and elsewhere when requested. The team also serves in leadership roles in the Charleston County Local Emergency Planning Committee, the Tri-County LEPC, Rhodia CAP committee, and the SC HAZMAT Workgroup.





Technical Rescue Team



The Technical Rescue Team is comprised of 30 members, divided into 10 per shift. The team is structured as a Type II special operations team that is trained to perform rescues from collapsed buildings, confined spaces, trench collapse, high and low angle rescue. The equipment cache is comprised of pneumatic shoring struts, rope/rigging equipment, power tools, cutting and burning equipment, breaching and breaking equipment, search cameras, confined space gear and an all-terrain carrier. Current staffing and equipment cache is spread out over the CFD's three ladder trucks and a trailer. Future plans include seeking funds to purchase a rescue style vehicle to consolidate equipment and expedite getting trained personnel to the scene.

Marine Incident Response Team (MIRT)

There are currently 19 personnel on the Marine Incident Response Team, a multi-jurisdictional team that provides land-based marine fire protection to the Port of Charleston. The City of Charleston is one of 14 public safety agencies that provide personnel to the MIRT via the Charleston Area Marine Firefighting Operational Plan. In 2009, the Charleston Fire Department was awarded a Department of Homeland Security grant, through the Port Security Initiative, to purchase a fireboat to enhance port fire protection.

Marine Division

The Marine Division is the newest specialty team in the CFD. The division is comprised of the crews of Engines 102, 103, 111 and Battalion 104. The 45+ members of the division are continuously engaged in specialized training focusing on marine firefighting. The Marine Division has also entered into a training program with the United States Coast Guard Base, Charleston, to enhance the members' knowledge and experience on the waters in and around Charleston Harbor.





Fire Investigation Team (FIT)

Created in 2011, the Fire Investigation Team (FIT) was organized with the purpose of increasing the number of members trained in the preservation and investigation of fire scenes. Training will be provided to prepare members for certification in the field of fire investigations and to ensure we provide the highest level of service to our community. The team will be managed by the Fire Marshal Division and will report to the Fire Marshal.

Team members may consist of qualified CFD or Charleston Police Department (CPD). Approved members of external agencies may participate in training sessions in order to improve the regional response and consistency in the field.



The current response protocol requires a Team Leader from the Fire Marshal Division to respond to any request for an investigator or any incident requiring an investigator in accordance with the appropriate SOP or directive. As the team develops and members obtain certification, personnel on-shift will conduct or assist with investigations. Fire Investigation Team members, based on experience, training, and approved position may fill a variety of capacities during the fire investigation.

Currently our membership includes members from the Charleston Fire Department and five additional fire departments, Crime Scene Technicians, Forensic Laboratory members, and investigators from the Charleston County Sheriff's Office and the Charleston County Coroner's Office. Routine training and skill-building evolutions will continue on a quarterly basis to improve the regional approach to processing fire investigation scenes.

APPENDIX



Glossary / Photo and Graphics Credits



Glossary

Battalion – Group of three to seven companies arranged by geographic location to provide optimal response capabilities

CIR - Critical Incident Review

EMT - Emergency Medical Technician

FEMA – Federal Emergency Management Agency

GIS - Geographic Information System

IAFF - International Association of Fire Fighters

Haz Mat - Hazardous Materials

Hot Wash - On scene review of an incident including all involved participants

NFA - National Fire Academy

NFPA - National Fire Protection Association

PAR - Personnel Accountability Report

Planning Zone – Subdivisions of existing response districts in order to subdivide the workload among shifts and prevent overlaps while conducting building pre-planning

PPE - Personal Protective Equipment

RIT - Rapid Intervention Team

SAFER Grant - Staffing for Adequate Fire & Emergency Response

SCBA - Self Contained Breathing Apparatus

SCFA - South Carolina Fire Academy

SOG - Standard Operating Guideline

SOP - Standard Operating Procedure

TIC - Thermal Imaging Camera

US&R - Urban Search & Rescue



Photo and Graphics Credits

Robert Brittingham – Pg. 2 (Bagpipes), Pg. 58

Debbie Brown – Pg. 41, 45, 47 (Engine 7 Patch)

J.R. Burbage – Pg. 1 (Bottom Left)

Captain Hunt Cain – Pg. 42, 53 (Technical Rescue Team)

Captain Greg Chesher – Pg. 50, 51, 52

City of Charleston GIS Department – Appendix C (Battalion Maps)

Chief James Ghi St. Johns Fire Department – Front Cover (Kids), Pg. 10 (Kids)

Rick Fluegge – Front Cover (Firefighters with Hose)

Chief Mike Julazadeh – Pg. 34, 54

Captain Michael Hanuscin – Pg. 47 (Engine 13 Patch)

Brownie Harris – Pg. 6

Firefighter Adam Hurst – Front Cover (Saw), Pg. 2 (Steamer, Horses), Strategic Plan Design and Graphics

Vanessa Kauffmann – Pg. 10 (Charleston City Scape)

Sandra Kisamore – Pg. 8

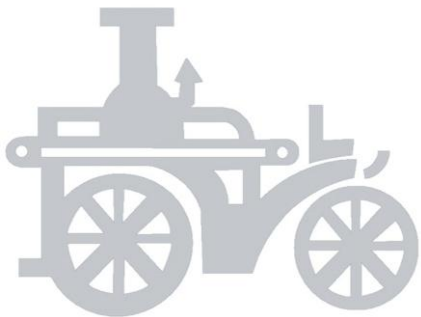
Captain Emory Nix – Pg. 49

Chief Joseph Roberts – Pg. 1 CFD Historic Photo Archive

David Scheffler – Front cover - "Charleston Afternoon", www.CTSQArts.com

Chief John Tippet – Pg. 53 (Fireboat)





STRATEGIC PLAN 2013-2015